

GROWING AND MANAGING A MULTICULTURAL AND MULTILINGUAL WORKFORCE

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Services**

- Common understanding
- Roadblocks
- Recruiting/Selection
- Retention

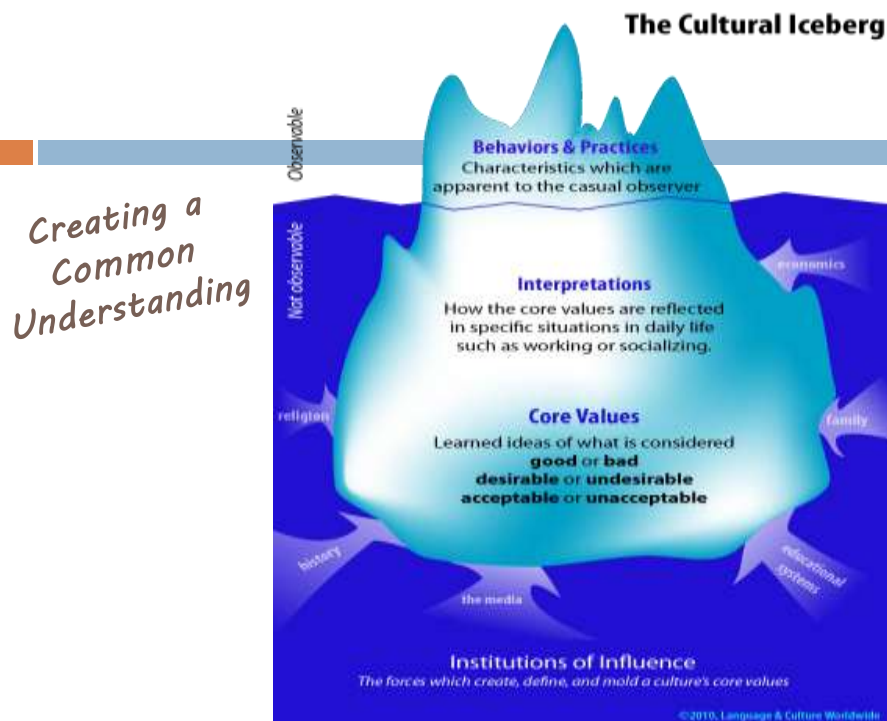


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Creating a common understanding

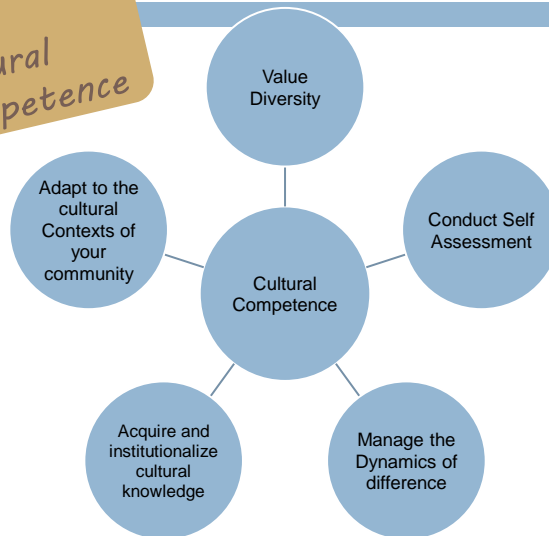
Are we speaking the same "language"?

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Creating a Common Understanding

Cross
Cultural
Competence



And incorporate the above in all aspects of policy making, administration, practice, service delivery and involve systematically consumers, key stakeholders and communities

- *National Center for Cultural Competence*

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Creating a Common Understanding

What is inclusion?

Inclusion is a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

*U.S. Office of Personnel Management
Office of Diversity and Inclusion*



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Creating a Common Understanding

Legal Basis



- Civil Rights Act of 1866
- Civil Rights Act of 1964 Title VI (*Meaningful Access- national origin discrimination*) & Title VII (*disparate treatment or intentional discrimination*)
- Presidential Executive Order 13166 - Federally Assisted Programs
- Americans with Disabilities Act
- Age Discrimination in Employment Act
- Equal Pay Act
- Rehabilitation Act of 1973

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Diversity 101

Diverse markets require diverse operatives

- ensure that products and services are respectful and avoid faux pas
- Inform interaction with a diverse client base
- Inform org practices for community support
- Manage perceptions of historically underserved markets

Diversity increases an organization's ability to recruit and retain a quality workforce.

SHRM

STUDIES

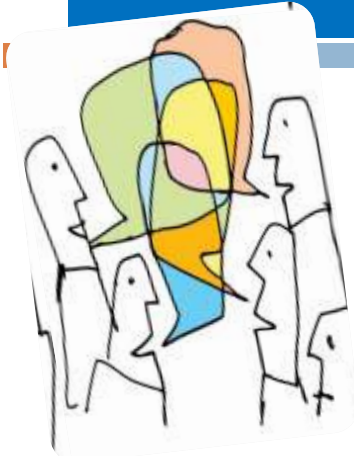
- ☐ Mixed gender groups **outperformed** single-gender groups. (1961)
- ☐ Routine problem solving better handled by homogeneous groups, **less-defined problems better suited to heterogeneous groups.** (1984)
- ☐ Diverse ethnic groups produced **more effective solutions** than homogeneous groups. (1992)

Improved Organizational Performance

"Super-Additivity" - When a collection of people work together, and one person makes an improvement, others often improve on the new solution; build on improvements.

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Talk to us!



- What is one “cultural” group that is important to your organization
 - What might be one opportunity that you are missing as a result of excluding this group
- OR
- What is the cost of excluding this group?

Activity created by Language & Cultural Worldwide

<http://www.languageandculture.com/>

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Roadblocks to success

Common behaviors that can derail your culturally competent workforce planning

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What is a “Good Cultural Fit”?

- People’ who conform to the organizational culture?
- People we feel comfortable with?
- People whose behavior is similar to ours?
- People who look like us?
- People who have the same values?

*Could it be that “Cultural Fit”
means “just like me?”*

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Unconscious Bias is a fact

Biologically we are hard-wired to prefer people who look like us, sound like us and share our interests.

Brain imaging scans - when people are shown images of faces that differ to themselves, it activates an irrational prejudgment in the brain's alert system for danger; the amygdale.

- Operates below our awareness
- Impacts decision making

LeDoux, J. *The Emotional Brain: The Mysterious Underpinnings of Emotional Life*, New York: Simon and Schuster

Unconscious Bias is a fact

Recommendation letter study

- Letters for women differed from those for males
- Letters for women were "shorter, less assuring, raised more doubts, and portrayed women as students and teachers while portraying men as researchers and professionals." (Trix and Psenka 2002).

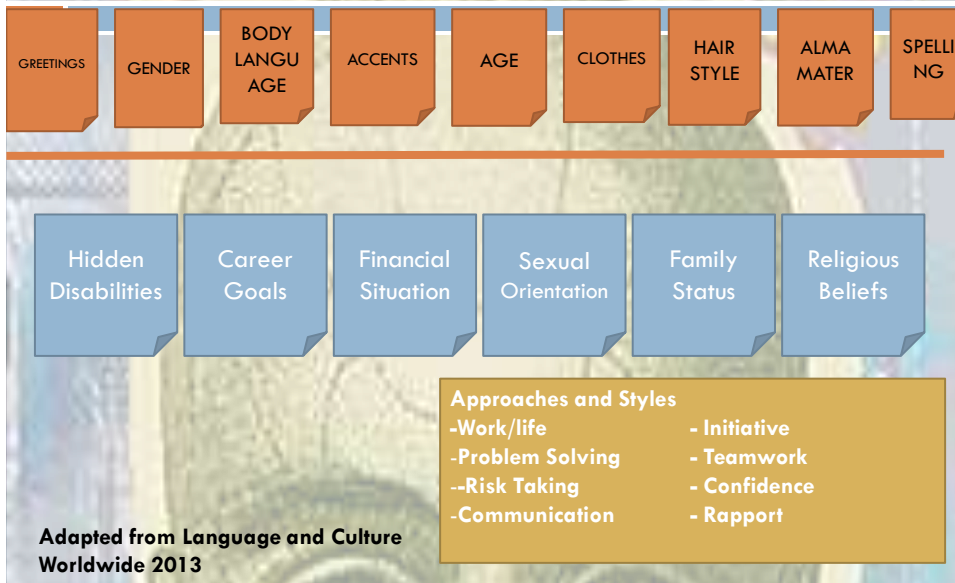
"Are Emily and Greg more employable than Lakisha and Jamal?"

People with "white-sounding" names were 50% more likely to get a response to their resume than those with "black-sounding" names. (2003-US).

These decisions are not made by "bad" people with bad attitudes, but rather by people unaware of the unconscious process that they use to make decisions about people.

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Like a Computer Running in the Background



Recruiting & Selecting a Multicultural/ Multilingual Staff

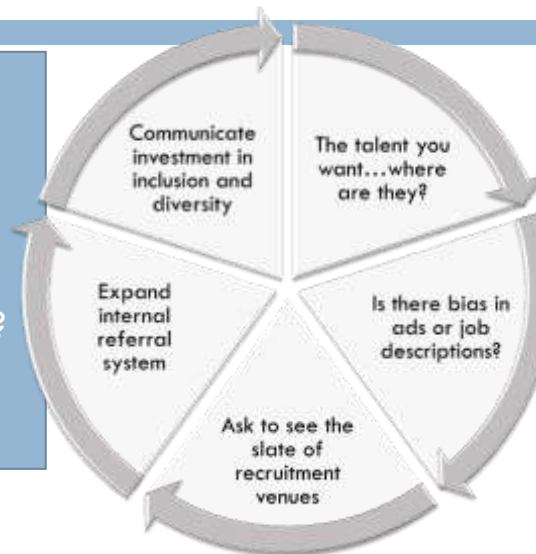
Applying cultural competence

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Cultural Competence in Recruiting

Think about...

- ❑ What do your job descriptions say?
- ❑ Where are you looking?
- ❑ Who recruits for you?
- ❑ Who gives you referrals?



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Ask yourself...

- 1 How are resumes screened?
- 2 Who/how many conduct(s) the interview?
- 3 How is the evaluation done?
- 4 How is debriefing done?
- 5 How are questions determined?
- 6 How do you determine language skills?

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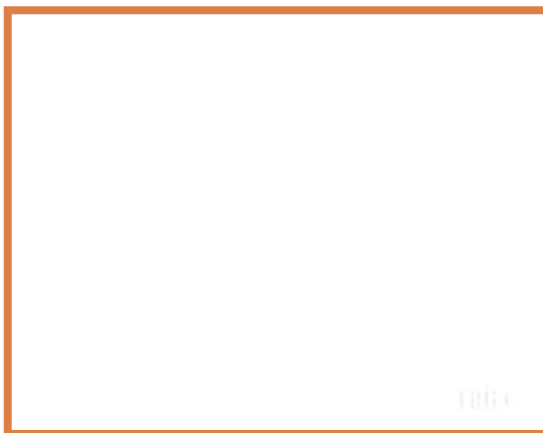
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Is it important to have someone with cross cultural training on an interview panel to evaluate responses through a cultural lens?

Should an organization have a different interview guide for people whose mother tongue is not English?

How can questions be structured so as not to screen out candidates who emphasize team accomplishments over individual accomplishments?

Cultural Considerations in the Selection Process



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Retaining Bilingual/ Multilingual/Multicultural Staff

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Managing and Retaining a Multicultural Staff

- Why recognize?
- Who makes all the decisions?
- How about the work process?
- Any “Discovery” of leadership skills?



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Have You Seen this Movie Before...?

- 85% of Americans are going to a job they hate
- They feel that what they do don't matters
- They run with an empty tank

- 2012 Dale Carnegie Study
- Anything new...People like to develop passion for their function
- How can you fill up their tanks?

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Diversity 102

- You are not required to have a diverse workforce
- You are require not to discriminate
- Workplace cultures are not necessarily open to difference
- Reality check -76% of the US workforce reports to a Caucasian male & 34% reports to a female
- Globalization has made people work across nations and borders

- 33% of U.S. population are minorities according to the Census 2010
- There are no laws requiring diversity
- Diversity initiatives improve relations with community, improve public image and reduces litigation
- Diverse supervisor have reduced turnover, absenteeism & increased productivity
- Next decade 75% of the new workers will come from Asia

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Workplace and Community Environment Has Changed

Why?

- ❑ We have experienced life-changing advances in technology, community diversity, community complexities, immigration and heightened constituent expectations.
- ❑ There is a knowledgeable community with different cultures
- ❑ Managers may not even speak the language of some of the new communities.
- ❑ Do we really need bilingual employees?
- ❑ Managers have to facilitate or moderate community conversation.

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What is the Manager's Job in this Environment?

- ❑ Managers are used to focused on serving as technical experts.
- ❑ Direct staff
- ❑ Manage the flow of activity and support the processes
- ❑ Bring policies to life
- ❑ They try to control the environment
- ❑ The environments have changed
- ❑ So what?



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As Communities Change Government Organizations Need to Change

LEP staff have expectations

This means managers

- ❑ Need to shift from being the technical experts to becoming a source of workforce inspiration for the language expert.
- ❑ Who is now the 'de facto' subject matter experts?
- ❑ What do managers have to do now?
- ❑ What is expected of managers?

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Organizational Culture Needs to Better Manage Employees with Language Skills

- ❑ Are employees who speak different languages ...a threat to the status quo?
- ❑ What is the status quo doing? ...
- ❑ They show signs such as **Micro** inequities
- ❑ Are managers really paid to represent the organization....?
- ❑ What is the inherent power of their jobs?.
- ❑ Employees making services accessible need support feel supported.
- ❑ What is in it for employees?

They need to know that there is a path down the road.



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Engaging and advancing bilingual/multicultural staff

Pathways to leadership

"We are what we repeatedly do. Excellence, then, is not an act but a habit" Aristotle

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Don't Fight it!



- ❑ Managers need to **Communicate** with everyone
- ❑ Develop a plan and **Act** on being inclusive
- ❑ Support inclusiveness – and **Train** to improve skills to retain quality employees
- ❑ May need to take corrective action and **Review** old strategies and
- ❑ Bring new policies to life
- ❑ Retaining an old workplace culture can = negates diversity

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Government Organizations Need to light a Fire within their Employees

- Do we need a new tone and a new behavior?
- What are the employee's expectations?

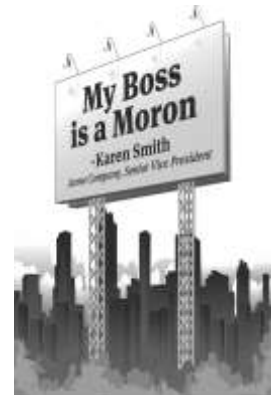


Survey by the American Psychological Association.

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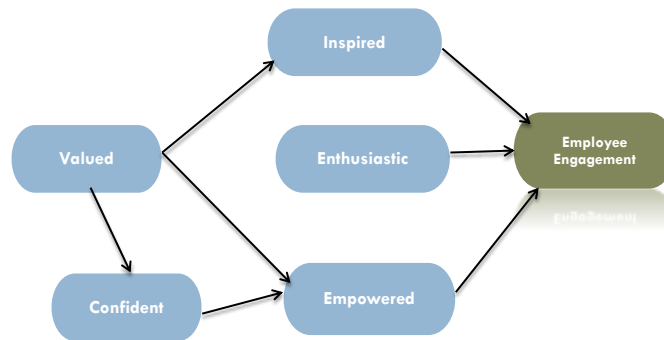
How to Light the Fire in People?

- Employees like to hear from superiors – Hear what?
- Message needs to be consistent
- Messenger and method are important
- Provide training and education
- Despite legal mandates organizations don't offer sufficient training to staff
- Training informs how well the organization obeys the law – Title VI



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Employee's Feelings and Emotions are Key



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"We are what we repeatedly do. Excellence, then, is not an act but a habit" Aristotle

- Some habits could be:
- Catching them doing something right
- Look for opportunities to affirm the employee's values. Once you know what is important to a person, sincerely affirm that value.
- Trust the Employee using a second language.



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Make them Feel that the Organization is More Valuable than Money, which it is to Most Employees

- Say thank you...Why?
- Use the words and the why the thank is due....
- I know that I can always count on you for_____
- I believe in you
- What do you think?

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Be Intentional with Everyday Conversations, Motive your Employees

After a speech one day, Zig Ziglar was approached by someone in the audience who said:

"Zig, it was a great speech, but...motivation doesn't last."

Zig Ziglar responded, "Bathing doesn't either. That's why I recommend it daily!"

Motivate often, as often as you can!

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